



Texas Juvenile Justice Department

**Service Provider's
Program Components
& Narrative
Documents
FY'18**



True Potential. Discovered.

NEWS RELEASE

TrueCore Behavioral Solutions announces new name and corporate ownership

Former G4S Youth Services LLC becomes TrueCore Behavioral Solutions

Tampa, FL – June 29, 2017 – TrueCore Behavioral Solutions, formerly G4S Youth Services, announced today the formal change of name and ownership of the multi-state operator of at-risk-youth residential facilities and outpatient services.

G4S Secure Solutions sold its Youth Services subsidiary to an investment group which includes several members of Youth Services' management, who remain at the helm of the new TrueCore Behavioral Solutions.

"For more than 20 years, our company has been providing vital services and compassionate support to troubled children who have been court ordered into juvenile justice facilities," said Martin J. Favis, President & Chief Executive Officer. "Now, under the TrueCore banner, our nearly 2,000 associates are re-dedicated to helping the children in our care overcome their obstacles and discover the true potential that lies within them."

A proven industry leader in providing individualized, evidence-based best practices to at-risk youth, TrueCore focuses on delivering the right service for the right youth, at the right time. With juvenile residential facilities in Florida, Texas, Tennessee and Pennsylvania, TrueCore provides a range of services and support, including alternative education schools and programs for vocational training, substance abuse recovery, behavioral and mental health, and sexual offender treatment.

TrueCore management has outlined an expansion strategy that will add more youth residential facilities and diversify the company's offerings with the addition of step-down programs in community-based settings, providing mental health, behavioral and

substance abuse services, ensuring a continuum of prevention, early intervention and treatment options.

"With its distinguished past and an established record of successful outcomes for our youth, TrueCore has already proven its ability to positively impact the lives of the young people in its care – and to do so in a cost-effective way," Favis noted. "As state and local governments increasingly turn to the private sector for program, treatment and operational expertise, TrueCore is well-positioned to make a valuable contribution to the communities we serve."

#

About TrueCore Behavioral Solutions

Tampa, FL-based TrueCore Behavioral Solutions, formerly known as G4S Youth Services, operates residential facilities for children who have been ordered by the court into juvenile justice facilities. The company boasts a 20-year history of providing services to at-risk youth, helping young people discover their true core potential to lead productive and rewarding lives. Today, nearly 2,000 TrueCore professionals and staff in facilities across four states offer vital services and support, including alternative education schools and programs for vocational training, substance abuse recovery, behavioral and mental health, and sexual offender treatment. For more information, please visit www.truecorebehavioral.com.

MEDIA CONTACT

Dina Shehata, Communications Director
813.514.6275, ext. 236
dina.shehata@truecorebehavioral.com



TEXAS JUVENILE JUSTICE DEPARTMENT

CONTRACT PROVIDER INFORMATION

Name of Contract Provider: The Oaks Brownwood		Address: 800 FM 3254 Brownwood TX 76801
Name of Operating Entity: G4S Youth Services, LLC		Address: 6302 Benjamin Rd, Suite 400 Tampa, FL 33634
Phone: 325-646-5383	Fax: 325-646-2470	Website: Cruzbeth.hernandez@g4s.com
Service Provider:		
Non-Profit <input checked="" type="checkbox"/> For Profit Government Entity		
Hub <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, attach copy of HUB certification		

Contract Provider Owner or President: Martin Favis		
Organization Type: For Profit		
Program Administrator: Cruzbeth Hernandez		
Program Administrator Phone Number: 325-646-5383 ext. 2009	Program Administrator Cell #: 325-203-6731	Program Administrator Email Address: Cruzbeth.hernandez@us.g4s.com

NOTE: Contract Owner or President must complete the Fingerprint and Background Check requirements outlined in the contract agreement even if he/she will not be working directly with TJJD youth and/or reviewing their records

Facility Capacity: 113	Gender(s): Male	Age Range: 15-18
Video Monitoring System <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If yes, # of cameras 80 Length of time surveillance footage will be stored 2 Weeks		

Rehabilitative/Specialized Treatment Provided:

*name of curriculum for specialized treatment, specialized treatment type (e.g. drug treatment, mental health, anger management) category of service (i.e. individual, group, family) and duration of service (e.g. 1 session/week for 1 hour for 10 weeks) must be documented in Statement of Work (SOW) Narrative/Program Components Document OR on the attached supplemental specialized treatment form

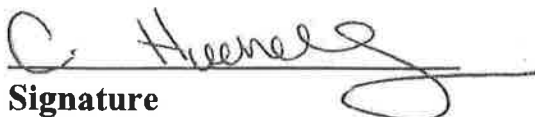
<input checked="" type="checkbox"/> On-Site Education	<input checked="" type="checkbox"/> Vocational
<input checked="" type="checkbox"/> GED Preparation and Testing	<input type="checkbox"/> Independent Living Preparation
<input type="checkbox"/> Aggression Replacement Training	<input checked="" type="checkbox"/> Alcohol & Other Drugs Treatment*
<input checked="" type="checkbox"/> Anger Management Program*	<input type="checkbox"/> Sex Offender Treatment*
<input type="checkbox"/> Independent Living Preparation	<input type="checkbox"/> Gang Intervention Services**
<input checked="" type="checkbox"/> Mental Health Treatment*	<input checked="" type="checkbox"/> Family Counseling
<input checked="" type="checkbox"/> Individual Counseling	

TEXAS JUVENILE JUSTICE DEPARTMENT

ACKNOWLEDGMENTS

I, **Cruzbeth Hernandez** acknowledge that all items listed below are current and/or in place at **The Oaks Brownwood**. If TJJD has any questions related to these matters, I can be reached via phone at **325-203-6731**.

1) The Oaks Brownwood staff, contractors (to include teachers) and volunteers have completed the TJJD fingerprint and background check process, and have been fingerprinted prior to working with the TJJD youth population and/or reviewing their records <input checked="" type="checkbox"/> Yes
2) The Oaks Brownwood staff, contractors and volunteers working with TJJD youth have received initial, annual, and/or refresher training as per the licensing/certification entity standards <input checked="" type="checkbox"/> Yes
3) The Oaks Brownwood participates in the federal school lunch program <input checked="" type="checkbox"/> Yes <input type="checkbox"/> N/A
4) The Oaks Brownwood has completed a Prison Rape Elimination Act (PREA) audit by August 31, 2016 and will make every effort to maintain compliance with the PREA standards in fiscal year 2018 <input checked="" type="checkbox"/> Yes <input type="checkbox"/> N/A-Foster Care Program
5) The Oaks Brownwood allows TJJD youth at least one free phone call per week to his/her parent/guardian <input checked="" type="checkbox"/> Yes
6) The Oaks Brownwood has provided the TJJD Youth Services Contracts Manager with all audit, monitoring, and investigation reports conducted by non-TJJD entities in FY'17 [9/1/16-8/31/17] <input checked="" type="checkbox"/> Yes


Signature

6-6-17
Date

Facility Administrator
Title



TEXAS JUVENILE JUSTICE DEPARTMENT

CONTRACT PROVIDER SPECIALIZED TREATMENT SERVICES

NOTE: complete separate form for each service type

Name of Contract Provider: The Oaks, Brownwood	Fiscal Year: 2018
---	--------------------------

Specialized Treatment Services Type(s): ☐ Alcohol & Other Drugs ☐ Mental Health ☐
 Anger Management ☐ Sex Offender ☒ Other: Please Specify

Name of Curriculum: **Culinary Arts Program**

Description of Service: **This is a basic culinary arts program, which gives youth to get the opportunity to attain their food handlers license and grasps basic food knowledge. This program if completed successfully will give the youth a better opportunity to gain employment in the field of food industry. If the students pass the food handlers license, for which they will test here, they automatically gain 2 college credit hours.**

Category of Service:	Duration of Service:
<input type="checkbox"/> Individual	<input type="checkbox"/> session/week for hour(s) for weeks
<input checked="" type="checkbox"/> Group	<input type="checkbox"/> session/month for hour(s) for months
<input type="checkbox"/> Family	<input checked="" type="checkbox"/> Other: 1 session weekly for 10 weeks.

Treatment Provider Name: **Dmitri Welch**☐ Contractor Employee☐ Subcontractor

TJJD Approver Typed Name:

TJJD Approval Date:

*W. Neumann**7/26/17*



G4S Youth Services, LLC
The Oaks Brownwood
800 FM 3254
Brownwood, TX 76801

Telephone: 325 646 5383
Fax: 325 646 2460
www.g4s.com/us

June 9, 2017

Kimbla Newsom
Texas Juvenile Justice Department
11209 Metric Blvd
Austin, Texas 78758
Re: Request to Amend Contract RI132

Dear Ms. Newsom,

In completing our annual contract review for RI132, G4S requests the following amendments so that we may better serve the Department and strengthen the safety and security at The Oaks Brownwood.

1. EMPLOYMENT ACCESS TO CURRENT TEXAS JUVENILE JUSTICE DEPARTMENT STAFF

The Oaks Brownwood is committed to providing a safe and secure environment as a first necessity for good programming. In order to uphold the level of security that G4S expects, it is imperative to maintain a pool of potential staff with appropriate skills sets and experience to work with our populations. However, we have found that, due to the relatively small population of residents in Brownwood, in addition to The Oaks Brownwood's proximity to The Ron Jackson State School, we are at a disadvantage in recruiting experienced staff and maintaining adequate staff retention. As a problem-solution strategy, we request an amendment to the contract to include:

- The removal of the prohibition for Ron Jackson or any other Texas Juvenile Justice Department staff to seek part-time employment with The Oaks Brownwood program.

2. RATE INCREASE

To further address the program's effort to become compliant with the ratios defined by PREA and for the recruitment and retention of qualified personnel, G4S requests an amendment to the contract for a daily rate increase from \$162.00 to \$179.50. This increase will allow the program to increase the staff complement to meet PREA ratios. Additionally, the increase will allow the program to recruit and retain staff locally, as well as attract potential employees from outside the Brownwood area.

I thank you, in advance, for your consideration to our proposed needs for The Oaks Brownwood. We value our partnership with the Texas Juvenile Justice Department and commit to continuing to promote public safety by partnering with youth, families, and communities to provide a safe environment where youth can receive individualized education, treatment, life skills and employment training, in addition to positive role models, to facilitate successful community reintegration.

A. CLINICAL FOCUS NARRATIVE

TrueCore is committed to providing a successful secure residential treatment program that addresses the comprehensive mental health and substance abuse needs of the program. TrueCore utilizes evidence-based and researched curriculum and approaches to increase the likelihood of making healthy decisions and choices—ultimately increasing protective factors and reducing risk factors that lead to recidivism. TrueCore commits to maintaining a rich environment that values safety as the primary basis for growth and change. We are also committed to an environment that provides effective communication that is mutual, empowering, and honoring; ensures healthy relationships that are respectful, supportive, and demonstrate unconditional positive regard; and encourages unique qualities of each individual that support his right to personal growth and identity. Boys are provided diverse opportunities to become emotionally and behaviorally stable through innovative programming based on the principles of effective intervention.

B. LICENSE AND CERTIFICATIONS OF PROGRAM STAFF

TrueCore will hire fully licensed or certified professionals to provide mental health and substance abuse services. The clinical staff will include a minimum of one Masters level therapist for every 24 youth. TrueCore will submit each professional's license to TJJD, if requested by TJJD. Each clinician will be in good standing with the State of Texas and will provide services within the scope of the license. Positions will meet Texas requirements, such as:

- **Licensed Professional Counselor (LPC)** must be in good standing with the State of Texas and meet provisions of Title 22, Chapter 681 of the Texas Administrative Code. This position is qualified to provide mental health, psychotherapeutic and human development principles to facilitate adjustment and development. Services may include counseling, rehabilitation counseling, education counseling, career development counseling, sexual issues counseling, psychotherapy, play therapy, diagnostic assessment, hypnotherapy, expressive therapies, biofeedback, and related services.
- **Licensed Social Worker (LSW)** must be in good standing with the title 22, Chapter 781, TAC. This position is qualified to provide services that include interviewing, assessment, planning, intervention, evaluation, case management, mediation, counseling, supportive

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

counseling, directive practice, information and referral, problem solving, supervision, consultation, education, advocacy, community organization and the development, implementation, and administration of policies, programs, and activities. A licensed master social worker (LMSW) or licensed clinical social worker (LCSW) may include the application of specialized clinical knowledge and advanced clinical skills in the areas of assessment, diagnosis, and treatments of mental, emotional, and behavioral disorders, conditions, and addictions, including severe mental illness in adults and serious emotional disturbances in children.

- **Licensed Chemical Dependency Counselor (LCDC)** must be in good standing with the Title 25, Chapter 140, TAC. Individual, groups, and family counseling must be provided only as it involves chemical dependency issues. Services may include the diagnosis of a substance abuse disorder, development of action plans to target chemical dependency problems. This clinician may not provide services outside this scope of practice.
- **Licensed psychiatrist** will be a medical doctor in good standing with the Title 3, Chapter 155, Texas Occupations Code, and will prescribe and monitor the psychotropic medication process.
- **Licensed psychologist** will meet professional standards of the State of Texas and meet requirements of Occupations Code, Title 3, Chapter 501, the Psychologists' Licensing Act in the State of Texas. Individual or group services may include providing computerized procedures, that include the application and established principles, methods, and procedures of describing, explaining, and ameliorating behavior. Services may include evaluating normal behavior that includes evaluating, preventing, and remediating psychological, emotional, mental, interpersonal, learning, and behavioral disorders that individuals, groups, as well as the psychological disorders that accompany medical problems, organizational structures, stress, and health, providing treatment through the use of projective techniques, neuropsychological testing, counseling, career counseling, psychotherapy, hypnosis for health care purposes, hypnotherapy, and biofeedback.

C. CLINICAL PROGRAM POLICIES AND PROCEDURES

TrueCore is willing and able to comply with all TJJD rules and related standards, in addition to any subsequent amendments to these policies and standards which apply to residential programs. The program Policies and Procedures also incorporate many elements of ACA and CARF accreditation

standards. Our Health Care Policies and Procedures substantially incorporate National Commission on Correctional Health Care Standards for Health Services in Juvenile detention and Confinement Facilities. TrueCore understands that TJJD is required to follow the Federal Prison Rape Elimination Act (PREA) Standards and is prepared to be in compliance with the act.

D. TARGET POPULATION

TrueCore will provide secure residential specialized program services for up to 60 male juveniles ages 14-18 referred by the Texas Juvenile Justice Department (TJJD) who are in need of specialized mental health and substance abuse treatment services.

E. TRANSPORTATION

TrueCore Behavioral Solutions understands and accepts responsibility for providing local transportation services for program related purposes to youth in the program, included but not limited to, medical and dental appointments, emergency transportation, and other transportation necessities to meet the needs of the youth. Only staff that have valid driver's licenses and successfully complete the appropriate and required vehicle training will be authorized to provide transportation. Whenever youth are transported, a secure vehicle will be used with the appropriate staff-to-youth ratio being followed. Requirements regarding searches and the use of restraints for transportation will be followed. At no time will a youth be left unsupervised in a vehicle or permitted to drive. During transportation, each youth and staff will be required to wear seatbelts, and horseplay will be prohibited. When facility vehicles are not in use, they will be locked and keys placed in the facility's secure lock box provided for key storage.

F. STAFF REQUIREMENTS AND TRAINING

TrueCore is experienced in providing a safe and secure environment through resilient systems that elicit respect for personal boundaries. Supervision will be provided twenty-four (24) hours a day that follows the minimum of 1 staff to 12 youth (1:10 ratio) during the day. During youth sleep hours, TrueCore will provide 1 staff to 16 youth 1-16. Supervision staff will be inclusive of those who are providing direct supervision to youth and will not include supervisors, case workers, and educators. Each FTE will represent a 40-hour work week. To meet staffing needs seven days a week and exceed required ratios, TrueCore will schedule direct care staff as follows:

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

- Monday—Sunday: 8.4 youth care workers on 1st shift
- Monday—Sunday: 8.4 youth care workers on 1st shift
- Monday—Sunday: 5.6 youth care workers on overnight shift

TrueCore takes seriously its role and responsibility in the classroom, regardless of whether the education program is provided by the school district or TrueCore. As required, youth care staff will be assigned to classrooms as required to provide care, custody, and supervision and respond to the everyday needs of the youth. In all of our programs, we have been highly successful in training youth care workers to become a member of the classroom team where they provide proper supervision and control in the classroom and assist the education purpose.

TrueCore will provide one master's degree therapist for every 18 youth, which exceeds the RFP requirement of 24 youth. TrueCore will provide two licensed nurses who will each provide forty (40) hours a week, which exceeds RFP requirements of 40 hours of nursing services per week. Designated medical and clinical personnel will be available on-call 24 hours, seven days a week.

The Facility Administrator will post advanced schedules to provide adequate staffing coverage for all activities throughout the week that includes, but is not limited to, treatment groups, meals, transports, staff training, school, recreation, and other events to ensure 80% of activities are structured activities during awake hours, and ratios are maintained. During on-campus family day activities, staffing ratios will be increased to accommodate the activity. These staffing ratios will provide appropriate supervision, suitable and timely response to the youth's everyday needs, safety and security issues and they arise, and immediate response to emergencies.

The staffing plan is designed to provide 24 hours awake supervision each day of the year and maintain appropriate levels of staff to effectively supervise and maintain safety and security. TrueCore utilizes a weekly FTE monitoring strategy to ensure proper ratios are maintained, while tracking staffing patterns through the position control system. A shift relief factor (SRF) of 1.4 has been incorporated into the below staffing plan for youth care workers, master control and shift supervisors that provides training, vacations, holidays, sick time, and other absences.

TrueCore will use a structured system to allow for staff to make advance time-off requests, and granted approvals will be under the authority of the Facility Administrator to cover staff absences, position vacancies, and to ensure staffing ratios are continuously maintained. As previously mentioned, HR



Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services

maintains an active list of both PRN and part-time employees that not only supplement full-time workforce on an as-needed basis, but is a source to fill full-time vacancies with a fully trained employee. If further needed on an emergency basis, TrueCore can deploy clinical, case management, and administrative staff to be scheduled to work weekends and holidays. Staffing levels will provide active supervision of youth, suitable and timely response to the youth's everyday needs, and immediate response to emergencies.

G. Hiring Process

TrueCore has strength in recruitment abilities and maintains comprehensive, multi-pronged recruitment and retention strategy hire qualified, diverse employees. Currently, TrueCore provides employment to over 2,000 individuals who are well trained and diverse in job-specific skills. TrueCore maintains a plan to hire qualified staff and provide salaries based on TrueCore's experience in recruiting and satisfying for the specific position consistent in TrueCore programs, in addition to the current labor market conditions. The TrueCore Human Resources Department has the ability to expedite job offers the same day as TJJD background screening clearance, which is accomplished through a comprehensive tracking system that triggers the ability to proceed with offers upon notification of clearance. As a result, TrueCore has been effective in maintaining sufficient number of staff to meet required ratios.

The requirement strategy includes a comprehensive network of internet and print media outlets including: usajobs.truecore.com, TrueCore.com, Career Center, Jobing.com, Careerbuilder.com, The Brownwood Bulletin, and the Brownwood News. In addition, HR will maintain an active list of both PRN and part-time employees, which will not only supplement full-time workforce on an as-needed basis, but will be a source to fill full-time vacancies with a fully trained employee. Volunteers will be pursued and screened in accordance with TJJD requirements, as another level of support and mentoring.

The hiring design embodies TrueCore corporate values and ensures compliance with our Drug-Free Workplace requirements. TrueCore utilizes a candidate vetting system that pre-screens for suitability within our industry and establishes employment eligibility. Careful scrutiny of criminal checks, personal and professional references, education verification and school accreditation has proven vital for pre-screening applicants that are an appropriate match for the position.

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

H. Staffing Plan

Employee	FTE	Hours Per Week
Direct Administrative/ Facility administrator	1.0	40 hours per week
Direct Administrative/Ass. Facility Administrator	2	40 hours per week
Child Care Worker/Shift Supervisor	4.2	40 hours per week
Child Care Worker/ Youth Care Worker	22.4 Total	
1 st Shift	8.4	40 hours per week per FTE
2 nd Shift	8.4	40 hours per week per FTE
Night	5.6	40 hours per week per FTE
FTE Treatment & Counseling/Director of Clinical Services	1.0	40 hours per week
RN/Health Service Administrator	1.0	40 hours per week
LVN/Licensed Vocational Nurse	1	40 hours per week
Case Worker/Case Manager	2.0	40 hours per week per FTE
Direct Administrative Assistant	1.0	40 hours per week
Direct Administrative/ HR Manager	1.0	40 hours per week
Direct Administrative/ Business Manager	1.0	40 hours per week
Direct Administrative/Staff Development	1.0	40 hours per week
Maintenance Staff/Physical Plant Manager	1.0	40 hours per week
Transportation	1.0	40 hours per week
Physical Health		Weekly
Psychiatrist		As scheduled

I. JOB DESCRIPTIONS

TrueCore has 20 years of experience in working with some of the toughest juvenile populations, ranging from low-risk to maximum risk males. We are confident of our ability to hire the right employees to mirror our vision, values, and practices. It will be our preference to hire degreed and experienced employees who are at least 21 years of age, understand gender-specific populations, and are motivated to follow our required specialized treatment and care model.

- **Facility Administrator** (Director Administrative) is expected to have a resume that includes at least a bachelor's degree from an accredited college, and preferred to have at least five years of experience in management of juvenile programming. However, TrueCore makes exceptions to this, based on extraordinary experience of individuals who are committed to TrueCore and the Department, and committed to pursuing a degree while employed by TrueCore. The resume will support the person's ability to provide leadership in direct administration, program operations, adherence to contract requirements, TJJD Administrative Rules and develop relationships with TJJD, community, and family.
- **Assistant Facility Administrator** (Direct Administrative) is expected to have at least a bachelor's degree in business, psychology, or nursing; at least five years of experience working with specialized youth, with at least two years in supervisory experience. However, TrueCore makes exceptions to this, based on extraordinary experience of individuals who are committed to TrueCore and the Department, and committed to pursuing a degree while employed by TrueCore. This position will be responsible for programming, implementing and monitoring daily operations; staff and program scheduling; financial management; disciplinary procedures; incident reporting; CCC reporting; risk management; behavior management; emergency preparedness; and facility operational procedures.
- **Health Services Administrator (RN)** will be a Licensed Registered Nurse in the State of Texas and will facilitate triages in medical and non-medical situations; provide nurse supervision and training; oversee the daily operations of the health department.
- **LVN/Nurse** will be either a Licensed Vocational Nurse or Registered Nurse in the State of Texas, provide documentation in records, provide health education, provide required

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

parental notifications, provide shift relief and secondary coverage, as needed, to provide health services 40 hours a week.

- **Director of Clinical Services** (Treatment and Counseling) is preferred to be a licensed psychologist that meets professional standards of the Texas Occupations Code, Title 3, Chapter 501, Psychologists' Licensing Act. This person will ensure there is a direct line of communication with the mental health professionals, oversee the mental health evaluation and treatment process, provide clinical services when needed, ensure clinicians are qualified to provide services—based on their education—training and experience, and implement effective, evidence-based and researched interventions. The Director of Clinical Services will provide 24/7 emergency on-call coverage and provide oversight to the mental health professionals delivering mental health services.
- **Licensed Therapist** (Treatment and Counseling) will be a fully licensed or certified professional in the State of Texas to meet the services needs of the population. Each professional will be experienced in working with adolescents, responsible to provide mental health, substance abuse, within the scope of the license abilities, as detailed in Section B, "License and Certifications" above. The preferred include:
 - Licensed professional counselor (LPC) or licensed clinical social worker (LCSW) will hold a master's degree from an accredited college/university in the field of counseling, social work, psychology, or related human services field, qualified to provide services that include interviewing, assessment, planning, intervention, evaluation, case management, mediation, counseling, supportive counseling, direct practice, information and referral, problem solving, supervision, consultation, education, advocacy, community organization, and the development, implementation, and administration of policies, programs, and activities.
 - Licensed Social Worker (LSW) will hold a master's degree from an accredited college/university in the field of social work qualified to provide services that include interviewing, assessment, planning, intervention, evaluation, case management, mediation, counseling, supportive counseling, direct practice, information and referral, problem solving, supervision, consultation, education, advocacy, community organization and development, implementation, and administration of policies, programs, and activities. A licensed master social worker (LMSW) or licensed clinical social worker (LCSW) may include the application of specialized clinical knowledge and

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

advanced clinical skills in the areas of assessment, diagnosis and treatment of mental, emotional, and behavioral disorders, conditions, and addictions, including severe mental illness in adults and serious emotional disturbances in children.

- **Licensed Chemical Dependency Counselor (LCDC)** for specifically addressing chemical dependency. This position must hold at least a two-year associate's degree with a course study in human behavior/development and service delivery and must complete 4,000 hours of supervised experience working with chemically dependent persons.
- **Shift Supervisor (Child Care Worker)** will have a high school diploma or GED, two years of direct care experience working with youth, one year of supervisory experience; they will provide direct supervision to ensure shift-to-shift procedures are followed, oversee staff and campus schedules, incident reporting, volunteer/visitor events, and behavior management procedures and will proactively identify and correct any safety/security potentials.
- **Youth Care Worker (Child Care Worker)** will be at least 21 years of age and have at least a high school diploma or equivalent and successful completion of a required training program, responsible to manage the general behavior of youth, serve as pro-social role models, provide custodial duties and housekeeping functions, monitor daily activities, demonstrate the ability to effectively work with adolescents, provide trauma-informed care, maintain a safe, healthy, and structured environment, provide proper supervision at all times, and provide unwavering interventions to shape youth behavior. Youth Care Worker I and II are differentiated by the YCW II being trained as a backup to the Shift Supervisor.
- **Case Manager (Case Worker)** will have at least a bachelor's degree in criminology or related field and at least one year experience working with adolescents who have experienced emotional/mental health issues; they are responsible to provide a seamless connection and transition for the youth and community networks, they will implement the TrueCore Faith and Community Based Delinquency Treatment Initiative Program model.
- **Human Resources Manager (Direct Administrative)** will have a bachelor's degree in business, human resources, or related field or the equivalent amount of work experience in human resources. Prefer prior health care facility experience in human resources. The position will provide HR services to the corporate HR Department,

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

provide the liaison, advisory, service, policy, and audit relationships and functions essential to the effective management of the staff, ensure that an effective staff development curriculum is established and implemented.

- **Physical Plant Manager** (Maintenance Staff) will have at least a high school diploma or equivalent and successful completion of a required training program, three years' experience in work involving the inspection, repair, and maintenance of household, office, and buildings including equipment, appliances, machinery, and furnishings; will also provide routine and preventative maintenance/repairs.
- **Administrative Assistant** will have at least a high school diploma or the equivalent and successful completion of a required training program to provide administrative and human resource support needed to maintain continuity.
- **Business Manager** will have a bachelor's degree in business, public, or hospital administration, accounting, finance, or economics. A valid certificate as a Certified Public Accountant (CPA) may substitute for the bachelor's degree. Job expectations will be to participate in policy development, programs, procedures, and plans for the management of business activities at the facility, carry out plans for utilization of available facility funds, equipment, materials, and supplies, complete functions relating to employment, payroll, and time records, prepare statistical, financial, personal, budget, and other reports containing findings, conclusions, and recommendations.
- **Staff Development/Compliance Manager** is preferred to have a bachelor's degree from an accredited college/university in business resource management. This position will be trained in TJJD staff development standards, oversee the staff development process for compliance with training guidelines, ensure compliance with TJJD guidelines through establishment of training calendars and record management in connection with Human Resources Manager.
- **Transportation** will be at least 21 years of age, possess a valid Texas driver's license and will complete specialized training, responsible for all youth transportations as assigned by program.
- **Health Service Authority** will be a Texas Board Certified, licensed physician, preferably trained in pediatrics, Family Practice, or Internal Medicine to provide medical services and oversight of the health department.

- **Psychiatrist** will be a Texas Board Certified, preferably certified in Child and/or Adolescent Psychiatry, to provide psychiatric services that include, but are not limited to, evaluations, medication management and monitoring, and treatment team involvement.

J. TRAINING

Immediately being awarded the contract, TrueCore will begin training employees as quickly as the hiring and background screening processes are completed. Our goal is to have all the training completed prior to receiving admissions. TrueCore is committed to providing comprehensive, high quality training as described in Tab 7. Training that incurs after youth are admitted to the program will guard shift ratios through the use of a 1.4 shift relief factor (SRF).

TrueCore understands that its success in working with juvenile justice male adolescents is directly related to how well we train and manage staff, in addition to the culture we establish in the environment. TrueCore's strength in training is evidenced by past Florida Department of Juvenile Justice Quality Assurance reports showing "exceptional" ratings for training over the past year. TrueCore has reviewed and will comply with all the core standards set forth by the Texas Juvenile Justice Department and Texas Administrative Code, Chapter 448.603.

All gender-specific, pre-service training will be provided within the first 30 days of hire. TrueCore will provide comprehensive training to ensure each staff understands how to respond to gender topics. The training modules will be cognitive behavioral in structure, which means they are experiential and require active demonstration of skills learned. In addition, an extensive on-the-job training (OJT) plan will be implemented for specific work-related abilities (i.e. youth care worker) to ensure the transfer of training from the classroom setting to the field of operations within the facility.

Job specific training will be implemented to meet the needs of specific position requirements. For example, case management staff will receive specialized training to work effectively with families, such as building trusting relationships, family-centered planning, competency assessment, and fostering positive behaviors. Mental health professions will receive training in working with youth with significant issues and lack of coping mechanisms, group dynamics, suicide prevention, service delivery and documentation, evidence-based practices, gender-specific models and treatment, administration of

screening will complete training applicable to the job responsibilities. Volunteers will receive sufficient orientation, training and supervision to enable knowledge of the program's purpose and services, the needs of youth and families, behavior motivation and the role and responsibilities to be assumed.

K. HOURS OF OPERATION AND PROGRAM SCHEDULE

TrueCore will provide supervision and required staffing ratios 24 hours a day, seven days a week, in a physically and emotionally safe and secure environment. Recognizing the need for admission flexibility, TrueCore will coordinate with the department to provide admission services outside the regular business hours of Monday through Friday, 8:00am to 5:00pm when the department deems it necessary. Admissions will be coordinated in advance with the department. TrueCore will carefully plan activities designed to maximize the probability that youth learn appropriate and pro-social behavior through regular practice and consistent staff role modeling. All youth will have basic requirements they must meet (e.g. hygiene, chores, treatment, recreation, homework, religious/spiritual opportunities and community service) that are a part of the daily routine of activities. The routine will require accountability for decisions made every day. TrueCore recognizes that education is an extremely important component of the youth's rehabilitation process and will include structured time for youth to complete and seek help with homework. The activity schedule will be posted in the program, provided to each youth during orientation, and provided to parents as part of the admission process.

Staff will be trained to proactively engage the youth in all scheduled therapeutic activities that are gender-specific and structured, such as the following samples that will be modified to ensure compliance with TJJD requirements:

MALE PROGRAMMING SAMPLE SCHEDULE CHART

5:45am-6:15am	Wake up/hygiene/med pass
6:15am-7:30am	Breakfast
7:30am-8:00am	Goals Group/Clean up
8:00-11:15	School
11:15am 12:35pm	Lunch/Med pass
12:45pm-1:50pm	Group
2:00pm-3:15pm	School

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

3:15pm-6:00pm	Group/ Recreation/dinner
6:00pm-7:15pm	Med pass/showers
7:15pm-8:15pm	Free time
8:15pm-8:50pm	Hygiene/letter writing
9:00pm	Bedtime

7:00am-7:25am	Wake up/med pass/Hygiene
7:25am-8:30am	breakfast
8:30am-9:00am	Cleanup
9:00am-11:15am	Recreation/Group
11:15-12:45pm	Lunch/Med pass
12:45-1:00pm	Hygiene
1:00pm-2:00pm	Group/letter writing
2:15pm-4:15pm	Outside Recreation
4:15pm-4:30pm	Quiet time
4:30pm-6:00pm	Dinner/med pass
6:00pm-7:00pm	Showers
8:00pm-9:00pm	Free time/Bed time

- On a monthly basis, health education will be provided by the licensed health care staff to all youth.

L. Tracking System to Monitor Compliance to Program Schedule

TrueCore will maintain a comprehensive tracking system that has proven to yield compliance to activities designed to meet the educational and behavioral treatment needs of the youth. Adherence to structured activities will include specific checks and balances, mentioned below, to ensure activities occupy over 80% of the awake hours, seven days per week. The Assistant Facility Administrator will have the ultimate responsibility for ensuring the schedule is followed throughout the day. The TrueCore comprehensive tracking techniques to ensure adherence to the schedules will be as follows:

TRACKING MECHANISMS
<p>Daily Monitoring:</p> <ul style="list-style-type: none"> • Shift Reports, completed by supervisors and staff, then reviewed each morning by the FA and AFA during management meetings • Behavior Cards, reviewed daily by the case manager and AFA • Activity Tracking System reviewed by direct care, with notification to the Director of Clinical Services if there is a breach in schedule events

<ul style="list-style-type: none"> • Group Check Sheet signed by the youth, reviewed by Director of Clinical Services and communicated to the Facility Administrator to ensure youth receive daily therapeutic services and psychosocial activities • Daily Points incorporate the allocation of daily points that are earned based upon the youth's performance and adherence to scheduled activities. The total points are evaluated by the Facility Administrator weekly then sent to the treatment Team and parents for review. • Monitoring effectiveness of services is done by the Director of Clinical Services, with follow-up communication to the management team during daily management meeting.
<p>Weekly Monitoring</p> <ul style="list-style-type: none"> • Trends are reviewed during weekly management meeting to improve services/interventions • Compliance of daily schedules is reviewed by the Quality Assurance Specialist and relayed to the Compliance Manager • Group Monitoring by the Director of Clinical Services to ensure adherence to the schedule, and quality of services • Review of above by corporate support personnel
<p>Monthly Monitoring</p> <ul style="list-style-type: none"> • Adherence to activity schedule, points, progress, and adherence is reviewed by the multidisciplinary Treatment Team during formal monthly staffing to determine how the youth is responding to treatment • Adherence to activity schedule is monitored and evaluated by the Quality Assurance Manager as part of the "Scorecard process" and reviewed in the monthly facility verification and regional meetings • Monthly Facility Systems Review Sheet is completed by the Facility Department Director to "keep score" of compliance

M. ASSESSMENT TOOLS

In order to identify the youth's risk factors and needs, it is necessary to assess each youth to determine strengths and weaknesses. Assessment instruments, more fully described later in this tab, will be at a minimum:

- Structured Assessment of Violence Risk in Youth
- Reynolds Adolescent Depression Scale
- Trauma Symptom Checklist for Children (TSCC) or Trauma Symptom Inventory
- Adolescent Substance Abuse Subtle Screening Instrument (SASSI)
- Assessment of Suicide Risk
- Skills Assessment (education and vocational)

- R- Pact will be used as the primary 7 and 30-day assessment tool. All therapist will complete the R- Pact assessment on all youth entering the facility. The standardized interview will be completed within 7 days of the admission. The R- Pact has a comprehensive evaluation through the Noble Software program.

N. HEALTH CARE/MEDICAL SERVICES

TrueCore is committed to providing quality, gender-specific, health care services in accordance with the Texas Juvenile Justice Department Administrative Rules. Evidence of our commitment to excellence is verifiable by past 2012 reports of 14-TrueCore residential programs earning “commendable” or “exceptional” health services ratings by the Florida Department of Juvenile Justice Bureau of Quality Assurance, now known as FJDD Bureau of Quality Improvement. We commit to complying with all TJJD annual reviews. TrueCore has developed policy in preparation of providing health care on a daily basis that exceeds requirements.

Health care services and training will be provided to the male population within a trauma informed care context. Our experience has shown that individuals suffering from traumatic events are often seen in sick call and express themselves through psychosomatic complaints. It will be the role of health care providers to incorporate evidence-based Motivational Interviewing to encourage youth communication and help distinguish between physical and emotional complaints, while providing an environment that encourages trust and safety. With consistency in motivating the youth toward progress, medical personnel will work in concert with all TrueCore staff to provide a healthy, family-like environment that continuously stabilizes and refocuses the developmentally challenged adolescent.

O. Comprehensive On-Site Medical Services

The provision of health care services will be available seven days a week with on-call availability 24 hours a day, seven days a week. The medical department will be fully equipped to provide comprehensive, on-site, routine care to provide accountability and rapid response to the specialized health needs of adolescent boys. The on-site medical and nursing capabilities will include the capacity to provide:

- Primary medical care for acute and chronic health issues and follow up

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

- Psychiatric services for pre-existing and newly diagnosed disorders
- Preventive health care (immunizations, health education, accident prevention, dental screening)
- Sick call process that is accessible daily
- Comprehensive system for monitoring on-going health conditions, follow-up for sick call encounters, community medical and dental consultations, emergency department visits and other hospitalizations (episodic care) and
- Structured system of care for on-site assessment and management of acute and chronic health conditions, as well as preventative health care

A physician will serve as the Health Service Authority, and provides basic, primary care, and will be available by telephone for medical, mental health emergencies, and consultations 24 hours a day, seven days a week. The Health Service Authority will provide oversight of the program's health and medical care, and will be responsible for the overall clinical direction, policies and protocols, and supervision of

medical personnel. The physician's agreement will define the role of the Health Service Authority and will include services and frequency, extent of available emergency and on-call services, and specification of other duties. Final clinical judgements will rest with the Health Service Authority who will meet the clinical needs of the population. The Health Service Authority will perform all necessary comprehensive physical assessments, periodic evaluations, chronic care services, medication management, sick call referrals, and other services.

TrueCore is committed to a comprehensive plan of care to meet each youth's needs. Over the counter medications, medical supplies, first aid care, in addition to detailed services described below are standing practices of TrueCore. We will provide local transportation to and from health care appointments and other appointments that are deemed necessary for welfare. In the event it is necessary for youth to be hospitalized, TrueCore commits to providing staff to supervise him during the hospital stay. We understand TJJD will directly reimburse for care and treatment, and we commit to efforts to obtain authorizations and an encumbrance number from TJJD prior to the delivery of services, except in the case of an emergency.

P. Staff and Ancillary Services

Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services

In addition to the contracted Health Service Authority, 80 hours of on-site nursing coverage will be provided by two full-time nurses, which exceeds the required 40 hours. These positions will include a Health Services Administrator (Licensed Registered Nurse), in addition to a second licensed vocational nurse (LVN) or registered nurse (RN). The Health Services Administrator will be responsible for the oversight of health services and as the liaison between the facility and local health agencies. The LVN or RN will be responsible for the oversight of health services and support to the Health Services Administrator. Mary Frances Magan, TrueCore Corporate Director of Health Services/RN, will provide on-going training and support to the health care medical staff. If necessary, TrueCore will utilize the TrueCore Correctional Health Care Consultant, Dr. Dianne Rechline, MD, FAAFP, CCHP-A, for expert medical opinion. TrueCore will provide 24 hours/day response to health needs. TrueCore will ensure that uninterrupted physician and nursing services will be provided in the event of absences by authorizing overtime hours for available staff or having part-time medical staff on-call as needed. A licensed psychiatrist will provide medication management services for youth on psychotropic medication.

Q. Health Care Staff Training

TrueCore maintains numerous specialized training academies and corporate training staff to ensure comprehensive training is provided to all TrueCore employees in all programs. Required First Aid, basic Cardiopulmonary Resuscitation (CPR), and Automated External Defibrillator (AED) training will be provided to new employees having direct contact with the youth. In addition, comprehensive health training for pre-service and in-service training will be facilitated by licensed medical staff or certified trainers. Licensed health care staff will maintain current certification in basic Cardiopulmonary Resuscitation (with AED training, as applicable). Further, TrueCore will post visuals for immediate, information and training, and most importantly, provide an environment where youth will feel their health is important.

R. Monitoring Continuity of Care

In order to ensure continuity of care, the management team will conduct a daily meeting to review any medical/medication management issues, mental health and substance abuse issues, gang related activities, and security concerns. Additionally, the members of the multidisciplinary Treatment Team, including the psychiatrist, will conduct a clinical meeting to discuss individual youth cases regarding

medication management issues, issues/changes regarding changes in the DSM-IV TR diagnosis, abuse issues, mental health alerts, and safety/security concerns.

S. Health Care Services

1. Screening and Evaluation: The admission health screening will be completed by medical staff or trained non-licensed health care staff at the time of admission to the program. The Health Service Authority will be notified of all admissions, regardless of medical conditions. All youth entering the program will receive health care services and evaluations for health related conditions. The screening will not take the place of the required medical evaluations completed upon admission, but will include a minimum:

- Initial health screening
- Thorough assessment of all body systems and an assessment of nutritional status, growth, and development
- Implement Body Mass Index Protocol designed by the Health Service Authority specifically for adolescents
- Screening for Sexually Transmitted Disease
- HIV risk assessment
- Assessment for chronic conditions and medical concerns requiring immediate medical attention
- Assessment of tuberculosis status
- Assessment of immunization status and subsequent inoculations as required
- Assessment of dental health with a referral to the dentist as necessary and vision screening
- Health Service Authority notification of new admissions and orders obtained, as applicable (i.e. routine standing orders, medical continuance)

2. Health Assessments: Every youth entering the facility will receive a new health assessment completed within twenty (20) calendar days of admission, regardless if one had been completed within the year or not, and annually thereafter regardless of the assigned medical grade. This health assessment will be placed in the youth's medical file and will establish a clinical database for each youth. Referrals to the physician as indicated.

3. Sick Call Care: The health services administrator will schedule sick call times and post the schedule in public and common locations. Youth may submit a sick call request seven days per week. The licensed health care staff will ensure sick call request forms are collected from the secure sick call drop boxes on the units daily. A nurse will triage nursing, medical, dental, and mental health sick call requests daily. Youth with non-emergency medical complaints will be seen at the next scheduled nursing sick call. Youth with urgent complaints will be seen as soon as possible and referred to the appropriate health care professional as indicated. A nurse conducts sick call at least once per day, seven days per week, to evaluate and treat non-emergency illnesses or injuries. A nurse will triage the complaint and provide appropriate care and/or refer the youth to a physician if indicated. If indicated, the youth will be evaluated by a provider within seven days of referral. If the youth complaint is recurrent (three or more times over a 14 day period) and the youth has not seen the physician, the youth will be scheduled for an appointment with the physician.

When a health care staff is not on-site, all sick requests are turned into the shift manager/designee to review within two hours, which exceeds requirements. The shift manager/designee determines when a sick call request requires immediate attention. If he/she cannot determine the need, the healthcare staff will be notified and consulted via telephone to determine if the sick call requires immediate attention and/or for instructions. Any youth complaining of severe pain (including dental), which a staff member is unfamiliar and cannot determine the severity, will be treated as an emergency and require immediate referrals to a licensed health care professional. If the symptoms appear life threatening, staff is required to call 9-1-1, and then notify the manager on duty and healthcare provider on call. Procedures will be developed for off-site referral when the complaint warrants evaluation beyond the scope of on-site personnel.

4. Emergency Response Preparedness: The Health Services Administrator will maintain an annual medical drills calendar outlining monthly drills to be conducted by the health care staff. These drills will include, but not limited to: cardiopulmonary arrest, unconsciousness, choking, bleeding, seizures, dental trauma, first aid, sudden mental status changes, chest pain, shortness of breath, open head injury, fractures or potential fractures, and suicide attempt. In addition, health care staff and management team will plan the drills, critique its effectiveness, determine if further training is deemed necessary, and maintain related records, which exceeds requirements. The Facility Administrator and health care staff facilitating the drills will critique the effectiveness of the drill and determine if further training is deemed necessary. To ensure emergency and first aid equipment and supplies are always available to staff, daily

inspections of the first aid kits will be conducted by staff, with weekly inspections by health care staff.

Any kits that are found to be open will be immediately refilled and sealed. These, in addition to the Automated External Defibrillator (AED), Knife-for-Life, and safety/security tools will be stored in centralized, specific locations.

5. Acute and Chronic Conditions: The frequency of the periodic evaluation will be determined by the youth's condition, clinical needs and clinically appropriate medical standards. For those having a chronic condition or communicable disease and are receiving prescriptions medications, excluding anti-tuberculosis medications and psychotropic medications, a periodic evaluation will be conducted at least every three months by the licensed physician. Healthcare staff will utilize a medical services tracking system to document the list of youth with chronic medical conditions and track and schedule follow up/periodic evaluations. Additionally, the Health Services Administrator will perform regular chart and system audits to determine if the youth's health care needs are met within required timeframes. If lapses are identified, the Health Services Administrator re-evaluates the system and implements a corrective action plan for identified deficiencies. These periodic evaluations will be documented.

6. Immunizations: Immunization records must be obtained on each juvenile prior to their admission to the post-adjudicated program. A review for needed immunizations will be conducted to determine if he has received all appropriate immunizations, with follow-up documentation on findings. For youth lacking immunizations, parents will be notified to obtain consents, with follow-up administering immunizations.

7. Transitional Health Care Planning: If requested, upon discharge from the program, TrueCore will provide the parent/guardian with the youth's current medication(s), a 30-day prescription for psychotropic medication(s), and all non-psychotropic medication currently prescribed. Transitional health care planning will target the last 45-60 days prior to the youth's anticipated release to the community, and include the youth, parents, and any other parties that will provide supervision or services when the youth returns to the community. Health care staff will ensure communication is relayed at the transition and exit conferences about pending health related issues and when applicable facilitate linkages, scheduling appointments with community providers, summary of health-related needs (pending scheduled appointments, the need for medication, information about community resources and the links), and the enrollment of eligible youth in the Medicaid System. Documentation

will be maintained in the medical file. Any statutorily protected health information will be reviewed by the youth, unless consent has been given to release the information to the parent/guardian.

8. Infection Control Measures: A site-specific Exposure Control Plan will follow guidelines and recommendations of the Center for Disease Control and Prevention (CDC), Occupational Safety and Health Administration and State and Federal Standards recommendations related to infection control. This includes, but is not limited to, the Occupational Exposure to Blood borne Pathogens Compliance Manual, OSHA Rule 29 CFR Part 1910.1030 and guidelines from the CDC for testing, decontamination, sterilization, and proper disposal of sharps and bio-hazardous wastes. Personal Protective Equipment, such as specialized clothing or equipment, will be readily available and worn by an employee for protection against hazardous material(s). TrueCore will maintain a contract for the removal of biomedical waste. Exposure/infection control matters will be regular agenda items in administrative meetings, continuous program planning, and evaluation meetings. Health care staff will complete and file all reports regarding infectious diseases consistent with local, state, and federal laws and regulations. All youth admitted to the facility will be screened by the facility health care staff. During the initial evaluation, the youth will be screened via facility entry physical health screening for symptoms of tuberculosis. If the youth has been tested in the last year and exhibits no signs and/or symptoms of tuberculosis, he will not be re-tested. All other youth receive a tuberculin skin test unless contraindicated by the Health Service Authority. Any youth with communicable diseases will be isolated, as clinically indicated.

9. Medication Administration: Medication administration protocols will ensure the oversight by the Health Service Authority and by outside consultation when deemed necessary, as described below. A local pharmacy will be used to fulfill new or existing medications.

Medication Management: Prescription medication will be administered by direction of the Health Service Authority pursuant to Physician, PA or ARNP order, and/or dentist order or per instruction on a youth's current prescription container with a current patent or label. The written prescription is copied and placed in the youth's IHCR prior to filling at the pharmacy. A youth may arrive with a current prescription; if the medications are administered from a current individual prescription container/bubble pack with a current patent-specific label. All prescribed non-psychotropic medications for chronic conditions will be integrated into the youth's medical treatment plan via the physician progress notes, treatment orders and medication orders by the Health Service Authority through the

periodic evaluation process. The licensed nurses will be primarily responsible for medication administration, and will perform and document medication administration, and maintain strict accountability and inventory of all medications.

During hours when no nurse is on-site and ordered doses of medication are required to be taken by youth, trained staff will monitor the self-administration of medication. Annual training of applicable staff in medication observation and documentation will be completed by the RN, utilizing a curriculum developed by the Director Health Services and approved by the Health Service Authority. All training will be documented in the applicable employee training files. If audits of medication records reveal error patterns, retaining will take place until competency is achieved. All trained staff will follow the restricted key control procedure to ensure security. The nurse will be responsible for maintaining the inventory of required medications and for following procedures to maintain accountability for controlled surfaces.

T. Health Education Programming

TrueCore health department will provide a monthly health education program that may include topics such as the emotional, physiological, physical development of males, prevention of accidents, eating disorders and body image, self-esteem, seat belt usage, transitional health care planning for applicable youth with chronic health problems that require arrangements to ensure continuity of care upon discharge; alcohol and drug related problems, HIV/AIDS infection, sexually transmitted diseases and prevention of STDs, smoking effects and cessation, tobacco use products, dental hygiene and preventative dental care, basic personal hygiene, immunizations, nutrition, prevention of sexual and other physical violence, infection control, hand-washing, understanding Hepatitis and TB, physical fitness, breast and testicle self-exams, family planning: contraception, exercise, and parenting skills. Further, child care workers/youth care workers will provide additional, daily support to teach boys cleanliness in order to combat the common lack of understanding simple, basic skills for daily hygiene.

U. Educational Services

It is currently anticipated that the education program will be provided by the local independent school district (ISD), as was the case when the facility was operated by TYC. We will work collaboratively with school personnel to build a daily schedule that provides the required 360 minutes of instructional time and structured study hours for homework and out of class assignments, year round. This will include

ensuring that the education program is fully integrated into the operational components of the TrueCore program, including treatment, interventions, and behavior management. We will also ensure that all staff will support each youth's individualized goal of obtaining a high school diploma or GED, as appropriate.

V. Collaboration

We have considerable experience in working under agreements with school districts and local education agencies (LEAs) and will develop a strong relationship with the ISD. These collaborative relationships with local school districts have consistently presented a seamless transition for youth. At our juvenile justice programs, we have built an effective partnership with the local school district and/or LEA by:

- Meeting regularly with school personnel, both those assigned to the program, as well as central office
- Including school staff as part of the management team for planning and monitoring
- Encouraging school personnel's' participation in treatment team meetings
- Opening all program staff training sessions to school staff
- Coordinating assemblies, parent days, etc. to support education and program goals
- Ensuring classroom supervision scheduling
- Ensuring crisis intervention practices

Most importantly, we have found that frequent discussions and meetings to ensure that there are no conflicts in program and bell schedules, school holidays, and the program activities are critical to success. Of equal importance, and further mentioned below, is the development of and daily adherence to a joint behavior management system based on social learning theory at the program that will be used throughout the day, including school.

Working together with the ISD, TrueCore will ensure that reading materials will be provided to youth outside of the educational programming with appropriately approved newspapers, magazines, and books, and other approved media materials. Youth care workers will be encouraged to promote reading and other educational pursuits for youth during non-school hours. TrueCore programs and schools typically honor and celebrate numerous calendar dates of historical and political importance throughout the year. In collaboration with the school program, celebrations and special events will be thematic so

that core learning concepts are shared across program and school activities for special and historical events. These thematic events typically include youth sponsored contests, e.g. and essay or poster contest that requires reading and research outside the classroom.

W. Staff Assignment

TrueCore takes seriously its role and responsibility in the classroom, regardless of whether the education program is provided by TrueCore and the ISD. Youth care staff will be assigned to classrooms to provide care, custody, and supervision and to respond to everyday needs of the youth. In all of our programs, we have been very successful in training youth care workers to become a member of the classroom team where they provide supervision and control in the classroom and assist with the education process. Youth care workers who are involved in the education process, under the direction of the teacher, have proven that they provide better supervision than if their only assignment is to supervise and control youth.

TrueCore staff and school staff are most effective when they participate in joint trainings that emphasize the behavior management and motivation system mutually agreed to by TrueCore and the ISD. Youth who are disruptive in the classroom will immediately be removed and counseled by the youth care worker, regarding their behavior. When the youth accepts accountability for his behavior and commits to remaining orderly, he will be allowed by the teacher to return to the classroom. Either the teacher or the youth care worker can prompt a youth, award a reinforce for good behavior, or sanction a negative behavior.

X. CLOTHING, NUTRITION, AND HYGIENE ITEMS

TrueCore has developed policy to ensure hygienic, clean facility clothing shall be issued to all residents upon admission into the facility. The clothing will be climate-appropriate, clean, in good repair, fit properly, not threadbare, and provide easy identification to meet security, treatment, and programming systems. The uniform will have a professional appearance similar to khaki pants and polo shirts and will not be an impediment to the developmental progress of the youth. The clothing supply will exceed requirements so immediate replacements may occur when necessary. Although clothing may rotate, each youth will be assigned his own underwear and socks. Upon discharge, youth will be provided clothing to wear from the program that includes their personal underwear and socks accumulated during their program stay. The clothing will consist of:

Socks	Underwear	Shirts and Pants
Shoes	Recreational clothing	Sweatshirts/jackets (seasonally appropriate)

Clean and disinfected undergarments and socks shall be issued daily. All other clothing, such as uniforms, will be issued to residents at a minimum of twice per week. Climate appropriate clothing shall be provided to all residents in the facility for any outdoor programming or activities. Should a resident be placed on any supervision/watch and are in a solitary room, clothing may be modified to include a suicide smock, however, no resident at any time shall be left in unnecessary state of undress.

To maintain good personal hygiene, youth will be provided gender-specific care items. Boys receive items such as bath soap/body wash, shampoo, toothpaste, toothbrush, soap, deodorant, lotion, ethnic hair and skin products, hair brush, and toilet paper. Basic supplies will be distributed during admission. In addition, the program will designate item replacement at least bi-weekly. It is customary for the youth to provide empty containers in exchange for a new item container.

TrueCore requires daily showers unless medically contraindicated and requires youth to maintain clean and clipped fingernails. Shaving equipment will be available, distributed and monitored under strict staff supervision. Youth will be encouraged and permitted to brush their teeth in the morning and prior to going to bed. Youth will be allowed to shampoo their hair each day and will be prompted to groom themselves after strenuous activity and prior to meals, court, visitation, etc. Instruction in personal hygiene and general sanitation habits will be part of the youth's healthy living program that will be developed under the supervision of the facility administrator. Youth will receive clean bed linens at least once weekly, towels at least daily, and clean blankets as appropriate to the season. Laundry will be done on a daily basis for clothing and towels. Clothing and bedding laundry will be done on the weekend. TrueCore will ensure each youth is provided nutritional meals that meet all licensing standards (discussed under "food services" in the next section).

Y. Food Services

TrueCore will provide meals that are nutritious and well-balanced, served at the proper temperature, presented in a caring manner, and in a pleasant atmosphere. Meals will meet or exceed dietary standards required under the U. S. Department of Agriculture's National School Lunch Program (NSLP) guidelines. Menus for breakfast, lunch, and snack will be planned according to the Food Based Menu

Planning Packet from the Florida Department of Agriculture and Consumer Services. TrueCore will ensure meals are nutritional and meet licensing standards and the TJJD Nutrition and Food Services policies and procedures. The program will maintain a food establishment permit (if applicable) and will follow all applicable state and local sanitation and health standards. Menus will be prepared by a registered and licensed dietician, and approved on an annual basis. Approved menus will be posted in conspicuous places. Calorie ranges will be as follows:

- Breakfast: 500-600 calories
- Lunch: 770-860 calories
- Dinner: 780-960 calories
- Snack: 190-3360 calories

Food production records will be completed for each meal and snack and portions of food served will follow those indicated on the menu. Any food substitutions will be recorded and kept on file for three years. Temperature records for food storage, preparation, and service will be maintained. At least two health department inspections will occur during the school year or as required by NSLP/SBP.

Each day, youth will receive three meals (a minimum of two hot meals), in addition to a nutritious evening snack. All meals will be served at reasonable times with no more than 14 hours between the evening meal and breakfast. Special arrangements will be made to provide youth with meals when events outside their control prevent them from eating at normal meal times (e.g. court appearances, admissions). Youth preferences, nutritional needs, and the flavor, texture, appearance, and palatability of the food will meet the requirements of TJJD youth according to age, gender, and activity level.

Quality food service is essential to the care, treatment, and custody of youth at the facility and youth participate more fully in the total program when they are satisfied with the food. Youth will be encouraged to participate in the development of menu planning. One single menu will be available, and staff will be encouraged to eat the same meals as the youth. This will provide an opportunity to interact, model, and reinforce positive social skill development to the youth. During mealtime, staff will serve as role models for proper mealtime etiquette and behavior. Youth will not be permitted to trade or give away food, and food will never be withheld as punishment. The menu will not be modified as a result of behavior.

Kitchen staff will be required to sign kitchen tools and knives out, which will be inventoried three times a day, after breakfast, lunch, and dinner as per TrueCore procedures. Tool and chemical control procedures will be monitored daily via the chemical inventory form to ensure food safety and maintain compliance. The TrueCore Food Safety Manual and policies are available upon request.

Z. TREATMENT SERVICES AND QUALIFICATIONS OF PROVIDER

TrueCore will provide an environment that is conducive to effective learning, supports treatment, and presents trauma-informed care throughout all components of the program. It will be individualized in services to meet the special needs of the youth, staffing patterns for continuity of safety, security, and support, and will provide 24-hour response capability with access to an acute care setting and emergency management services. Treatment services will be provided by TrueCore professionals and will include mental health, substance abuse, and co-occurring disorders. Treatment will be evidence-based and appropriate for the population and all facilitators will be effectively trained by Dr. Deena Green (TrueCore trainer and implementation specialist for evidence-based programming practices), a licensed mental health professional who is trained in the curriculum, or a professional that is certified or qualified to train that curriculum.

We are committed to providing a learning environment to help boys and their families understand the importance of healthy communication and relationships, the importance of education, and the importance of learning how to effectively respond to trauma, violence, and delinquency. We will provide the tools to influence risk factors associated with accepting responsibilities for behaviors, victim empathy, understanding persecutors and influences that allowed deviant behavior and thinking errors. Mental health and substance abuse services will utilize trauma-informed practices through cognitive and behavioral perspectives to address issues, such as addiction, co-occurring disorders and effects, depression, post-traumatic stress disorder, and physical or sexual abuse, neglect, or domestic violence. Additionally, residents will learn the importance of setting personal boundaries, focus on gender identity development, and target appropriate communication skills and response to anger.

We will comply with TJJD's quality assurance and monitoring standards and welcome TJJD staff to observe clinical services at any time. All records will be maintained by the facility and produced upon request.

AA. Approach to Treatment Motivation

Motivational Interviewing (MI) is an evidence-based approach that employs strategies and techniques designed to engage and encourage motivation for change in hostile and resistant males. Staff will be trained and coached by certified MI trainers to effectively communicate and interact with the intense population. Effective use of MI techniques will provide a safe and non-confrontational environment to explore and resolve ambivalence toward changing behavior. Its responsivity approach inherently considers factors that can block ability to respond to treatment, such as age, intelligence, mental health, learning styles, temperament, and other relevant characteristics. Further, MI skills will be used by all levels of personnel, in addition to being used by the treatment team, to motivate change rather than persuade or coerce change. Consistent daily use of MI techniques by all staff will help youth resolve ambivalence and increase their ability to progress through the stages of change therefore reducing the likelihood of recidivating back to negative behaviors.

BB. Evidence-Based Theory and Treatment

Cognitive Behavioral Therapy (CBT) will be utilized as the TrueCore evidence-based course of treatment and intertwined in the numerous intervention styles to help identify and change dysfunctional beliefs, thoughts, and patterns of behavior contributing to problems. The goals of CBT are to develop and teach cognitive restructuring skills and impart social learning interventions for re-socialization. CBT objectives are diverse in the ability to identify "risk" thinking males have experienced, employ new techniques to change past thinking and behavior, teach new thinking skills that support new behavior, and provide ways to practice new pro-social behaviors through training and role plays. Additional treatments that come from a cognitive framework and found to be effective for this population:

Trauma Focused Cognitive Behavioral Therapy (TF-CBT) (Cohen, Mannarino, and Deblinger, 2003) is a psychosocial treatment model recognized by SAMHSA's National Registry of Evidence-Based Programs and Practices, and is designed to treat posttraumatic stress and related emotional and behavioral problems with children and adolescents. For those with a history of trauma, cognitive behavioral strategies and psychoeducational interventions address stress management, affect expression, cognitive coping, cognitive processing, behavior management, emotion identification, anxiety management, interpersonal communication, identification and change of maladaptive cognition. TF-CBT is recommended for 12-16 sessions of individual and parent-child therapy; however, this will be modified by the director of clinical services/psychologist to meet the needs of the youth and will be delivered by the therapist.

CC. Evidence-Based and Researched Mental Health and Substance Abuse Treatment Curriculum

Our experience has demonstrated to provide specific tracks of service to ensure the mental health and substance abuse needs of residents are met. TrueCore has developed three comprehensive tracks to be delivered, based on each youth's plan of need: substance abuse track, co-occurring track, and mental health track. Regardless of the track, substance abuse treatment will be included in each as the common underlying course of action for this population. Described in detail below are the curricula for each track, with the matching table description that depicts our plan for group frequency, size, duration, and delivery.

TrueCore will use curriculum specifically as "core" programs that youth will receive based on their specific risk/need evaluation. Additionally, supplementary curriculum will be available to support additional programmatic needs of youth, based on duration of stay, intensity needs, and risk level of the youth. Core and supplementary curriculum are described in the following Track 1 (substance and abuse disorder) and Track 2 (co-occurring disorder).

Track 1: Substance and Abuse Disorder

Alcohol or drug use can easily interfere with a youth's functioning at work, school, and in social relationships and often creates or worsens a medical condition. A more severe condition than alcohol/drug abuse is the detection of alcohol or drug dependence. Common characteristics of dependence are failure to abstain from or control the use of substances, existence of physiological dependence that exacerbates the needs for more of a substance to get the same effect, and withdrawals such as tremors or nausea when substance use has stopped. TrueCore has developed a menu of interventions for male adolescents who meet criteria for Track 1 Substance Abuse:

1. **Pathways to Self-Discovery and Change: Criminal Conduct and Substance Abuse Treatment for Adolescents** (Milkman H. and Wangerb) will be provided two days a week. The curriculum provides a comprehensive and developmentally appropriate program that identifies psychological, biological, and social factors that contribute to the onset of adolescent substance

abuse and deviance. The 32-session treatment curriculum is designed to rehabilitate adolescents with co-occurring substance abuse and criminal conduct.

2. **Skills streaming the Adolescent** (Ellen McGinnis and Arnold P. Goldstein) will be integrated in group sessions one day a week as an intervention for anger, aggression, anxiety, impulsivity, and skills. The training curriculum has shown effective results with chronically aggressive, mentally retarded, and autism spectrum disorders of children and adolescents. Results from the Lerner and Mikami research (July 9, 2012) showed an increase in peer liking, interaction and social skills. Due to emotional or behavioral issues, such as aggression, anxiety, or impulsivity, the curriculum effectively employs a four-art training approach through modelling, role-playing, performance feedback, and generalization, and targets criminogenic needs of antisocial attitudes, values, and beliefs.
3. **Anger Management for Substance Abuse and Mental Health Clients: A Cognitive Behavioral Therapy Manual** (Reilly and Shopshire) is a manual recognized by SAMHSA's National Registry of Evidence-Based Programs and Practices. This is a 12-session cognitive behavioral anger management group treatment curriculum that will be delivered one day per week. The treatment model is combined cognitive behavioral therapy approach that employs relaxation, cognitive, and communication skills, interventions, and presents the participant with options to develop individualized anger control plans, using different interventions and techniques. Post-treatment studies have shown significant reductions in self-reported anger and violence, as well as decreased substance use. Further, it has been used successfully with non-substance abusing clients.
4. **Seeking Safety** (Lisa Najavits) is listed on SAMHSA's National Registry of Evidence-based Programs and Practices, and has been in residential, inpatient and outpatient environments, within individual and group formats, with males and females. It will be integrated in group and individual sessions at least one day a week to address substance abuse and trauma issues. Seeking Safety is a present-focus therapy to help attain safety as a first priority. The expected outcome will decrease substance use, decrease PTSD symptoms, improve social adjustment, improve general psychiatric symptoms, decrease suicidal plans and ideations, improve problem-solving skills, and improve the overall quality of life.

Young Men's Work (Allen Creighton and Paul Kivel) will be provided one day a week. This is a program for young men, ages 14 and 19, and teaches how to work together and solve problems without violence. This curriculum was specifically developed to address young male issues within the male socialization

process. The 26-session curriculum addresses a myriad of gender-identify topics ranging from power, violence, bullying, anger, fear, frustration, women and the interpersonal relationships between men, dealing with loss, creating family, and planning for a future

7. The Teen Relationships Workbook (Kerr/Moles) will be provided one day a week. The activity-based workbook helps guide the development and understanding of healthy boundaries and relationships. The group work is divided into sections of: Evaluating your relationships, understanding abuse, social influences, building healthy relationships and making good decisions.

Track #1 Substance Abuse Disorder Curriculum Delivery

Curriculum and Method of Delivery	Pathway's to Self-Discovery	Skill streaming for the Adolescent	Anger Management	Seeking Safety
Frequency of group per week	Two Days per week	One day per week	One day per week	One day per week
Group Size	Up to 12 youth	Up to 12 youth	Up to 12 youth	Up to 12 youth
Length of Group	45-60 minutes	45-60 minutes	45-60 minutes	45-60 minutes
Group Delivery	32 treatment sessions (based upon the need of the youth)	50 social skills with individual lessons (based upon the need of the youth)	25-30 sessions (based upon the need of the youth)	25-30 sessions (based upon the need of the youth)
Notes	<p>Open Group <u>Specialty Substance Abuse Curricula</u></p> <p>Developmentally appropriate treatment program for substance abuse. Pathways is geared toward a range of reading and conceptual abilities, and guides through three discrete phases of resiliency and success</p>	<p>Open Group <u>Skills Development</u></p> <p>A four-part pro-social approach to skills building through modeling, role playing and performance feedback and generalization. Youth empowerment to self-identify strengths and weaknesses, then use patience and motivation when a skill does not bring about a desired outcome.</p>	<p>Open Group <u>Anger Management</u></p> <p>SAMHSA's National Registry of Evidenced Based Programs and Practices. The group is a combined CBT approach that employs relaxation, cognitive and communication skills interventions, as well as use of individualized anger control plans, using different interventions techniques</p>	<p>Open Group <u>Substance Abuse and Trauma</u></p> <p>SAMHSA's National Registry of Evidenced Based Programs and Practices. Seven lessons on interpersonal, behavioral and cognitive topics, with four additional lessons on combination topics. The curriculum teaches healthy success skills and healing techniques.</p>
Curriculum and Method of Delivery	Young Men's Work	Teen Relationships		
Frequency of group per week	One day per week	One day per week		
Group Size	Up to 12 youth	Up to 12 youth		
Length of Group	45-60 minutes	45-60 minutes		

Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services

Group Delivery	10-15 sessions (based upon the need of the youth)	10-15 sessions (based upon the need of the youth)		
Notes	<p>Open Group <u>Gender-specific</u></p> <p>A program for young men, ages 14-19, which teaches how to work together and solve problems without violence. This curriculum was specifically developed to address youth male issues taking into consideration male socialization process.</p>	<p>Open Group <u>Gender-specific</u></p> <p>An activity-based curriculum designed to develop healthy, intimate relationships and prevent dating abuse and domestic violence. This offers both educational and experimental components pertaining to teen relationships.</p>		

Track #2: Co-Occurring Disorders

Adolescents with mental health disorders often become involved with use of substances to feel better. This may be to reduce anxiety, improve depression, reduce inhibition, or numb psychological pain. As a result, this worsens the mental health disorder and prevents the youth developing effective coping skills, having satisfying relationships, and self-satisfaction. True Core Behavioral Solutions will deliver an array of interventions that treat both the substance abuse/ dependence and mental health problem. The continuity in delivery of treatment by the same team and environment will expedite the process of treatment. For those youth best fitting Track #2, the treatment curriculum consists of:

1. Adolescent Coping with Depression Course (Clarke, G., Lesinsohn, P., and Hops, H., 1990) will be provided one day a week. This is a manual recognized by SAMHSA's National Registry of Evidence-Based Programs & Practices and a psycho-educational, cognitive-behavioral intervention for adolescent depression, closely modeled after the Adult Coping with Depression Course (Lewinsohn, Antonuccio, Steinmetz-Breckenridge, and Teri, 1984). It consists of 16 sessions and it can be modified for use on an individual basis. Treatment sessions include teaching adolescent skills for controlling depression; areas covered include relaxation, pleasant events, communication negative thoughts, social skills, and problem solving. The curriculum has been researched on the efficacy of the treatment program has demonstrated that more than 70% of the adolescents who have participated in the course have significantly improved one month after termination, and that gains are maintained up to 12 months after treatment.
2. Coping with Stress (CWS) Course (Clarke & Lesinsohn, 1995) is a promising practice, but limited on independent research to reach the classification as an evidence-based practice. CWS is a

Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services

psychoeducational, cognitive-behavioral intervention for the prevention of unipolar depression in high school adolescents who have an increased risk of depression. The course consists of 15 sessions including an overview of depression, its relationship to stressful situations, and cognitive-restructuring skills & techniques for modifying irrational or negative self-statements. The curriculum will be delivered one day per week, following the cycle completion of the Adolescent Coping with Depression Course.

3. Pathways to Self-Discovery and Change: Previously described in Track #1.
4. Anger management and Addiction for Substance Abuse and Mental Health: Described in Track #1.
5. Seeking Safety: Previously described in Track #1.
6. Young Men's Work: Previously described in Track #1.
7. Teen Relationships: Previously described in Track #1.
8. Skill Streaming the Adolescent: Previously described in Track #1.

Track #2 Co-Occurring Disorders Curriculum Delivery

Curriculum and Method of Delivery	Adolescents Coping with Depression	Adolescents Coping with Stress	Pathway's to Self-Discovery	Seeking Safety	Anger Management for Substance Abuse and Mental Health
Frequency of group per week	One day per week	One day per week	Two days per week	Two days per week	One day per week
Group Size	Up to 12 youth	Up to 12 youth	Up to 12 youth	Up to 12 youth	Up to 12 youth
Length of Group	45-60 minutes	45-60 minutes	45-60 minutes	45-60 minutes	45-60 minutes
Group Delivery	12-15 sessions	12-15 sessions	32 treatment sessions (based upon the need of the youth)	12-15 sessions	12-15 sessions
Notes	Open Group <u>Evidenced-based practice for depression</u> SAMHSA's National Registry of EVP. Treatment areas covered include relaxation, pleasant events, communication, negative thoughts, social skills and problem solving	Open Group <u>Depression</u> A psycho-educational, cognitive-behavioral intervention for the prevention of unipolar depression and at increased risk of depression. Techniques for modifying irrational or negative self-statements	Open Group <u>Specialty Substance Abuse Curricula</u> Developmentally appropriate treatment program for substance abuse. Pathways is geared toward a range of reading and conceptual abilities, and guides through three discrete phases of	Open Group <u>Substance Abuse and Trauma</u> SAMHSA's National Registry of Evidenced Based Programs and Practices. Seven lessons on interpersonal, behavioral and cognitive topics, with four additional	Open Group <u>Substance Abuse and Trauma</u> SAMHSA's National Registry of Evidenced Based Programs and Practices. Lessons on interpersonal, behavioral, cognitive and combination topics for healthy

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

			resiliency and success	lessons on combination topics. The curriculum teaches healthy success skills and healing techniques.	success skills and healing techniques
Curriculum and Method of Delivery	Young Men's Work	Teen Relationships	Skill-streaming the Adolescent		
Frequency of group per week	One day per week	One day per week	One day per week		
Group Size	Up to 12 youth	Up to 12 youth	Up to 12 youth		
Length of Group	45-60 minutes	45-60 minutes	45-60 minutes		
Group Delivery	10-15 sessions (based upon the need of the youth)	10-15 sessions (based upon the need of the youth)	50 social skills with individual lessons (based upon the need of the youth)		
Notes	<p>Open Group <u>Gender-specific</u></p> <p>A program for young men, ages 14-19, which teaches how to work together and solve problems without violence. This curriculum was specifically developed to address youth male issues taking into consideration male socialization process.</p>	<p>Open Group <u>Gender Specific</u></p> <p>An activity-based curriculum designed to develop healthy, intimate relationships and prevent dating abuse and domestic violence. This offers both educational and experimental components pertaining to teen relationships.</p>	<p>Open Group <u>Skills Development</u></p> <p>A four-part pro-social approach to skills building through modeling, role playing and performance feedback and generalization. Youth empowerment to self-identify strengths and weaknesses, then use patience and motivation when a skill does not bring about a desired outcome.</p>		

Treatment Counselors

Counseling or treatment services will be provided by fully licensed or certified professionals such as a licensed psychologist, licensed professional counselor, licensed clinical social worker, or licensed chemical dependency counselor. Masters level therapists will maintain less than the RFP required 24 youth case-load; thus, providing increased focus and attention on youth needs.

DD. Mental Health and Substance Abuse Screening and Assessment

Screening and Assessment: the purpose of screening is to identify mental health and substance abuse risk factors to determine if further evaluation or immediate attention is needed. Thorough screening will be conducted on each youth at admission. The screening process will include a review of the youth's prior documented history, administration of current screening tools, conducting of interviews, and assignment of the primary counselor to identify needs or risk factors for mental health and / or substance abuse inpatient or outpatient history; self-injurious behaviors; suicide attempts, behavior or risks; emergency evaluations for mental health or substance abuse related needs; significant trauma history; drug/ alcohol use or possession; emotional instability; psychotropic medication treatment; and, history of family mental illness. Administration of the screening tool(s) will be conducted by a trained and licensed professional. Screening will be administered in a private and confidential manner to each admitted youth, minimizing his anxiety to the program.

Given the concern for the severe behavioral status of a youth resorting to suicidal behavior, he will be screened for potential suicide by the licensed professional. When a youth is identified as a suicide risk, this will trigger protocols to be followed that include notifications to program and treatment leaders, parents, staff and TJJD, in addition to activating the program's alert system. Screening results will be discussed with Treatment Team members as a collaborated effort to ensure that potentially critical areas are addressed.

The licensed professional will be responsible for the gathering of information that provides a thorough description of each youth's mental health and substance abuse history, cultural background, and ethnic background through standardized screening and assessments, clinical interviews, file reviews and information relayed by TJJD and other entities involved with the youth. True Core Behavioral Solutions will assess using, at a minimum, the following tools (also addressed in Tab 8, H., Assessment Tools):

- Structured Assessment of Violence Risk in Youth
- Reynolds Adolescent Depression Scale
- Trauma Symptom Checklist for Children (TSCC) or Trauma Symptom Inventory
- Adolescent Substance Abuse Subtle Screening Instrument (SASSI)
- Assessment of Suicide Risk
- Skills Assessment 9(educational and vocational)
- R- Pact will be used as the primary 7 and 30-day assessment tool. All therapist will complete the R- Pact assessment on all youth entering the facility. The standardized interview will be completed within 7 days of the admission. The R- Pact has a comprehensive evaluation through the Noble Software program.

Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services

Initial Treatment Planning Process; Following each youth's admission screening and assessment, results of findings will be processed by the multidisciplinary team to determine and formulate an initial mental health or initial substance abuse treatment plan to expedite services. This will identify preliminary goals and objectives and the initial course of treatment prior to the individualized, formal plan being activated within 30-days of admission. The initial treatment plan will include at a minimum, the reason for the referral for mental health and / or substance abuse treatment; initial treatment methods; psychiatric services (if applicable), initial treatment goals and objectives and the initial DSM-IV-TR diagnosis or presenting symptoms.

EE. R- Pact

R- Pact will be used as the primary 7 and 30-day assessment tool. All therapist will complete the R- Pact assessment on all youth entering the facility. The standardized interview will be completed within 7 days of the admission. The R- Pact has a comprehensive evaluation through the Noble Software program.

Treatment Planning: once all assessments and evaluations are completed, the multidisciplinary treatment team members will meet with the youth, his JSO and family, as available, to discuss the findings and to prioritize needs for the development of the individualized treatment plan. Special consideration will be given to his stage of development, gender, culture, family issues, mental health and substance abuse treatment needs. The prioritized needs will form the basis for the development of his treatment plan and goals will be a result of the youth's problems / needs, strengths and preferences.

Objectives will be individualized, realistic to the youth's cognitive abilities, measurable, time specific, appropriate to the level of treatment, and clearly stated in behavioral terms. Targeted dates for treatment objectives to be completed will be closely monitored. Strategies will target the type and frequency of services and interventions and will be driven by the level of severity of need. The plan for services will be developed with the input of the treatment team members within 30-days of admission and will be signed by the youth and treatment team members within five days of completion. In the event parents are uninvolved in the development, documented efforts will be made to obtain signatures.

Monitoring Progress: at least monthly, the Director of Clinical Services will ensure that the youth's treatment team will evaluate the youth's progress toward treatment goals and objectives and determine whether modification so services are necessary. Progress will be reported to TJJD 30- days.

FF. Psychotherapy or Professional Counseling

True Core Behavioral Solutions is committed to providing quality, gender-specific treatment services to decrease future criminal acts; increase community safety; learn new coping skills to deal with the stress and anxiety; show a decrease in criminal thinking and cognitive distortions; demonstrate an increase in ability to engage in healthy interpersonal relationships, social competencies and confidence; show an increase in assertive behaviors and ability to self-regulate negative emotions; and show an increase in empathy for the victims of past abusive acts. True Core Behavioral Solutions will provide a high level of quality treatment services, including the following:

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

- **Individual Therapy:** Each youth will be provided individual therapy at a minimum of one session every other week. There are occasions that a youth may require additional time with his therapist as unexpected needs may arise. All individual therapy sessions are customized to meet the needs of the individual youth because their issues may vary. Sessions will address mental health as well as substance abuse needs of the youth as indicated.
- **Family Therapy:** Each youth will be offered family therapy at a minimum of one session per month. Since many of the problems that arise in the youth's life may, in part, be connected to an unstable family life, bringing the family together while the youth is in the program is important to the youth's progress and future. The parent or guardian are encouraged to come on-site to participate in family therapy. If the family is unable to participate in on-site sessions, teleconference family sessions are introduced. Issues that were present before the youth was placed at the program and / or issues that arise while in placement may be discussed during monthly meetings. Successful family therapy and participation by all parties increase the youth's probability for success following transition from the program.
- **Group Therapy:** Services will include five hours of group chemical dependency counseling per week and meet group requirements. The clinically focused groups will meet the specialized needs including, but not limited to, alcohol and drug abuse, mental health and / or sex offending treatment. The licensed professionals will provide group therapy within the scope of their specific license, as discussed at the beginning of this section tab under Section B., "licensed and certification of program staff". The focus of group counseling will be to obtain relief from distressing symptoms, modify behaviors, and acquire new knowledge and skills that generalize from the group to the residential community and home environment. The program will use a variety of group counseling methods including process, didactic, psycho-educational, experiential and multi-sensory. The focus of the group will be to obtain relief from distressing symptoms, modify behaviors, and acquire new knowledge and skills for targeted areas, including, but not limited to, chemical dependency, trauma, violence, delinquency, alcohol and drug abuse, anger, fear, frustration, self-destructive behaviors and self-esteem.

Life Skills Training / Substance Abuse Education Program: Services will include ten (10) hours of alcohol and other drug (AOD) counseling per week within a life skills and substance abuse context. Groups will follow a written curriculum and meet all required guidelines. Youth will be expected to demonstrate proficiency in goal attainment by demonstrating the ability to learn cognitive restructuring techniques, develop problem-solving skills and enhance basic and critical social skills, all of which are components of the practice model. Delinquency interventions will target anti-social behaviors and will be delivered in a culturally competent manner. This will include the use of active learning through demonstration, role-play and rehearsal, modeling of pro-social behaviors, guiding and re-directing toward pro-social and positive choices, and engaging in constructive dialogue to resolve conflict.

GG. SUPPORT RESOURCES

- Relapse Prevention Education will be provided through relapse prevention planning, community volunteers and mentors, substance abuse groups, individual sessions, family therapy, speakers and special events that address substance abuse.

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

- **Family Involvement:** True Core Behavioral Solutions places emphasis on relationships between youth, family, staff and peers. This begins with honesty, authenticity, and respect for each other. True Core Behavioral Solutions is successful in the ability to integrate parent-guardian connection during scheduled times that provide the greatest benefit to the youth. True Core Behavioral Solutions will provide opportunities to teach families how to identify problems, communicate healthy resolution, and develop relationships. Parents will be integrated into the program, for their extent possible, from orientation through release. One of the strengths of True Core Behavioral Solutions is the ability to target family involvement as a priority of juvenile programming. Many families experience similar difficulty having their sons and daughters away from home. True Core Behavioral Solutions approaches the “wholeness of family” that encompasses the family into all aspects of the treatment component, so there are continual opportunities to be involved in discussions, planning sessions, and activities. Embracing a family environment, True Core Behavioral Solutions focuses on creating a setting that feels like a family unit, communicates in healthy manner, provides family activities and engages all members to be a part of the family nucleus.
- **Self Help Recovery Programming:** True Core Behavioral Solutions will engage the community in activities that encourage, support, and teach accountability. These will include participation with volunteer organizations such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) that will provide support and encouragement. True Core Behavioral Solutions will provide opportunities for youth to build relationships of trust and interdependence with volunteers through special projects and events in partnership with the community.
- **Recreational and leisure activities** TrueCore will contribute to the health, social skills development and mental health needs seven days a week. They will be challenging, educational, and constructive, and promote health and social skills development conducive to interests, ages and emotional, mental or physical abilities. Physical and mental wellness will increase the ability to think more constructively than pathological through balancing healthy cortisol levels to strengthen sleep and better manage weight control, stress management, and impulsive behavior, which are common problems with the population. Youths will be involved in suggestions for activity enhancement, and daily schedules will include physically challenging activities that teach healthy ways to maintain physical well-being, in addition to alternative, pro-social ways of spending leisure time.

HH. HANDLING YOUTH RIGHTS, COMPLAINT AND RESOLUTION SYSTEM, AND PERSONAL FUNDS

True Core Behavioral Solutions is committed to developing, implementing and managing services based on the highest ethical and performance standards to ensure a desirable quality environment for youth and staff. By maintaining high standards, staff and youth are more likely to contribute to achieving the goals of the therapeutic community in a genuine manner, and the safety of staff and youth is greatly enhanced. All residents under the care of the facility shall be granted personal, programmatic and environmental rights as mandated by TJJD standards, state and federal laws.

Residents and staff will become familiar with youth rights and complaints of abridgment shall be subject to the grievance process. These rights are not to be diminished or denied for any disciplinary reason. True Core Behavioral solutions will ensure that not only will each resident be afforded certain basic rights, residents will have unimpeded access to a confidential complaint with guarantees against reprisals.

Within 12 hours of admission, residents will be informed of their basic rights and the process to grieve concerning any complaint about their treatment and facility services. The system will be available to each youth and will serve as an administrative means for the expression and resolution of a youth's problems and concerns. There will be at least one staff designated as the Grievance Officer, with a backup staff in the event of absence. True Core Behavioral Solutions will follow a thorough process that includes a system for collecting the grievances, logging the information in the grievance log, responding to the resident in a timely manner, proving written resolution to the resident, and forwarding all appeals to the administrative staff for determining the appeals.

All grievances will be reviewed daily by facility management, weekly by corporate personnel and responded to within 10 working days. Grievances not resolved at the first level will progress through a system of formal resolution, which allows for investigations and at least one level of appeal. The Facility Administrator / designee and program management team will review all grievances on a weekly basis for patterns and trends. True Core Behavioral Solutions agrees to participate in the TJJD Youth Compliant automated system as described in TJJD General Administrative Policy.

In 16 years of operating juvenile justice residential programs, we have never had a need to hold personal funds. It has always been an ACA Standard that has been found to be inapplicable in our ACA accredited programs. However, True Core Behavioral Solutions will ensure that any funds and / or persona items in the youth's possession at admission that are not permitted in the program will be inventoried and returned to the youth's home.

II. BEHAVIORAL MANAGEMENT – MOTIVATION SYSTEM

True Core Behavioral Solutions has developed comprehensive, gender-specific, positive performance models that set us apart from other providers. The behavior management system will be referred to as the positive performance system (PPS). Our experience has resulted in youth responding well to our positive performance system in our low, moderate, high and maximum-risk programs. Our positive performance system was designed with careful attention to documented research in the area of operant conditioning. Motivating, engaging and sustaining adjudicated adolescent males in a positive change process can be one of the most daunting challenges. Although, to date, there is no documented research on a specific adolescent Behavior Modification System, the research of many Behavior Analysts, including B.F. Skinner, is very clear regarding the specific components, variety and delivery that are necessary to effect behavior change.

Evidence-based practices strongly indicate a responsivity approach is essential for success in both treatment practices and in increasing internally motivated behavior change. The True Core Behavioral Solutions system is responsive to the unique needs, characteristics and motivations, and fosters accountability for behavior and compliance with the rules and expectations. Assessment of the motivational factors begin with the intake process and is re-evaluated during monthly treatment team meetings. An effective behavior modification system teaches self-control needed for future success; therefore, our goals for the population are to develop self-monitoring and self-regulation skills, improve emotional and behavioral functioning, address and eliminate criminogenic behaviors/ risks, and promote pro-social behavior competencies.

JJ. Commitment to Innovative Programming

True Core Behavioral Solutions espouses the Department's vision to reform the juvenile justice system by preventing youth from penetrating deeper into the juvenile justice systems; but instead, providing the right treatment and intensity to positively impact the risk to offend. Further, we Concur with the Department's goal to create a trauma-focused, restraint-free environment that is sensitive to past histories of abuse and trauma. We are continually exploring effective ways to maximize the course of treatment and progress with in the time limitations, and are committed to an innovative environment that focuses on behavior and accountability, such as:

- Pre-service training of all levels of staff for understanding how to use appropriate interventions and positive incentives to minimize potential triggering of abuse histories or victimization;
- Utilizing researched color combinations and posters that display themes of positive messages to increase responsiveness and decrease stress, anxiety and tension;
- Utilizing trained volunteers, mentors and other members from the community to provide positive modeling, experiences and relationships with the youth;
- Including youth input on rules governing community living, program design, implementation and evaluation;
- Providing opportunities to develop relationships of trust and interdependence with people already present in their lives (such as friends, relatives, and church members);
- Promoting cultural diversity and positive identity, self-esteem, self-respect and respect for others; and,
- Inclusion of the youth community meeting or "Let's Talk" meetings, which are innovative, yet proven process, where youth and staff can discuss any unresolved issues or potential conflict that can impact the community. This powerful communication style controls for defensiveness and strengthens problem-solving and team work skills.

KK. Behavior Modification / Motivation

Behavior modification (we prefer to refer to "motivation") is accomplished through the delivery of positive reinforcers (award of points and privileges). The PPS utilizes reinforcers that motivate males to achieve goals and accomplish tasks. Rewards that are both tangible and intangible are administered at

scheduled, intermittent, and random intervals. A variety of reinforcers are provided based on input from the individual youth. Individual youth responsivity factors are considered in tailoring consequences and design to match appropriately with the level of severity of behavior displayed to modify or extinguish undesirable behavior. Providing continuity in structure, treatment, accountability and intermittent reinforcement increases probability of changing behavior, reducing recidivism and victimization.

Using Restorative justice principles, consequences are intended to address the harm caused to victim(s) and other community members, and will provide boys the opportunity for reparations. Each staff is trained to understand that trauma may be the driving force of behavior and intensity of needs, rather than viewing behavior in an unacceptable manner. This understanding allows staff to effectively interrupt unacceptable behaviors, teach healthy alternatives for self-expression and getting needs met, while praising the youth to encourage appropriate decisions. The positive performance system includes fundamental gender-specific tenets that are lined to the treatment plan, such as:

- Trauma drives behavior; therefore, True Core Behavioral Solutions focuses on the trauma first, before the behavior;
- Behavior is indicative of the intensity of needs for safety, structuring and acceptance;
- Adolescents often use inappropriate actions to express their emotions and needs; therefore, True Core Behavioral Solutions maintains a level of patience and encouragement to verbally self-express;
- Strong emotions and behaviors often mask the true pain, confusion, embarrassment and fear adolescents are feeling; therefore, True Core Behavioral Solutions addresses the underlying feeling, rather than the behavior;
- True Core Behavioral Solutions disciplines as a means of teaching healthier ways of self-expression when needs are not met; and,
- Provision for positive reinforcements each day, following the True Core Behavioral Solutions vision to provide four positive reinforcements to each one "redirection" given, consisting, but not limited to, verbal praises, positive write-ups, notes/ awards of congratulations and celebrations.

LL. Level System

Upon program admission, each youth receives a Resident Handbook that describes the PPS and includes the program rules, expectations and consequences for both positive and negative behaviors. The handbook also provides a description of privileges according to the level / tier system. True Core Behavioral Solutions uses a multi-level tier system with graduated responsibilities that result in privileges and rewards when a youth completes the level. As a youth meets requirements to request a level promotion, he will be provided a level / tier packet, specific to each level, that contains assignments that describe and discuss concepts he will be expected to learn, as it relates to the philosophy of restorative justice, victim impact, acceptance of responsibility, and identifying how delinquent behaviors have resulted in harm to victims. Once the packet is completed, the youth will

present it to the treatment team to determine if he earns advancement to the next level. As the youth increases in level, he can earn opportunities for special projects that are meaningful to repairing damage caused by criminal behavior, while constantly building on daily life and social skills.

MM. Behavioral Accountability

The PPS fosters accountability for behavior and compliance within the residential community's rules and expectations. Standards for behavior are reasonable and developmentally appropriate. Infractions are designed to model society's rules and the youth are expected to reside in an environment that is safe and free of victimization. The Treatment Team determines consequences for violations of community rules, taking into account motivational factors, determined by assessment, and the severity of the infraction. Each youth will be notified of reasons for disciplinary action prior to implementing the specific action, and will be permitted to explain the behavior leading up the disciplinary action.

Youth will not be violated for an event that is potential crisis resulting in subsequent placement of Precautionary Observation or Mental Health Status. True Core Behavioral Solutions will not allow any type of discipline that violates youth rights, which includes corporal and physical punishment; cruel, severe, or humiliating actions; discipline of one child by another child; denial of food, sleep, clothing, shelter, healthcare, accommodation of religious needs, or staff assistance; denial of family contact; assignment of extremely strenuous exercise or work; verbal abuse or ridicule; mechanical restraints; a drug or chemical agent used as a restraint; seclusion or isolation time-out; and, behavior management unit or use controlled observation.

NN. Youth in Crisis

Research has shown that many juvenile offenders have been exposed to traumatic events, either as victims or witnesses, often developing into Post-Traumatic Stress Disorder (PTSD) or trauma-related symptoms. The goal is to maintain a safe and non-violent trauma-informed culture that is sensitive to youth needs. At the first signs of a potential crisis, residents will be encouraged to use the "Let's Talk" process, which is an informal process of encouraging him to communicate feelings and thoughts. As another layer of support, True Core Behavioral Solutions will pursue a voluntary Chaplaincy Program that can be notified if requested by the youth. Further, True Core Behavioral Solutions will operate its residential community on the principles of the Therapeutic Community (TC), where each youth is encouraged to lean on peers as a support system and to work together to resolve conflict.

True Core Behavioral Solutions has established a Crisis Prevention / Intervention plan that prepares youth and staff for situations that can evolve into a crisis. Training provides prevention strategies and intervention techniques by recognizing the signs of potential crisis, applying response techniques, and refocusing the youth. Quality monitoring of the crisis prevention ensures consequences are not because of a potential crisis event; rather, staff understand the reason for the crisis, and make a referral to master's degree clinicians for further assessment. The assessment will be reviewed and signed by the

licensed professional. True Core Behavioral Solutions will prepare for crisis prevention through the following measures:

- Conduct risk assessments to identify youth with histories of trauma, violence and/ or behavior management issues;
- Conduct mental health crisis assessments of youth when indicated;
- Employ crisis intervention techniques to resolve acute emotional or behavioral problems;
- Help youth identify precipitating events, learn how to alleviate distressing symptoms and regain normal functioning;
- Implement mental health alert status for one-to-one or constant supervision when indicated;
- Develop safety plans for youth with identified trauma, violence and / or behavior issues and include the youth's triggers, high-risk situations, coping skills and staff support strategies into treatment; and, share the safety plan with parent / guardian, JPO and external professionals when indicated;
- Utilize effective treatments of evidenced-based, Trauma-Focused Cognitive Behavioral Therapy; and,
- Conduct community meetings to address and resolve problems within the residential community.

OO. Monitoring for Consistency

True Core Behavioral Solutions operates effective behavior modification systems that have resulted in numerous programs receiving accolades for past Florida QA/QI reviews in the majority of our programs. The Facility Administrator serves as the youth advocate and oversees the motivational system. Key management staff will conduct daily facility inspections to observe the treatment of residents. The Facility Administrator and management team maintain close communication with the youth at weekly community meetings, bi-weekly performance reviews, monthly Treatment Team meetings, and Youth Council meetings.

The management team reviews data correlated with the behavior motivation system. The Licensed Mental Health Professional / Director of Clinical Services observes the provision of clinical and delinquency intervention services and conducts weekly clinical supervision with the mental health counselors and delinquency intervention facilitators. The management team facilitates the monthly Scorecard process; mock QA audit and comprehensive reviews of management, operations, mental health, medical and case management practices, processes and services; sample chart reviews; youth and staff interviews and surveys; and conducts monthly campus-wide meetings for all staff members and teachers to disseminate information related to the positive performance system.

PP. Behavior Modification / Motivation Training

True Core Behavioral Solutions maintains a behavioral management and positive behavior reinforcement system that fosters accountability. True Core Behavioral Solutions has developed a comprehensive pre-service training module on the implementation of the behavior modification system that is in accordance with Rule and will be provided to all staff, subcontractors, educators and

volunteers during the first month of new employment or volunteering. It includes, but not limited to, introduction to the principles and philosophical orientation of the behavior motivation system, the use of rewards and consequences, verbal crisis intervention, de-escalation skills, appropriate use of physical restraint holds, monitoring of the youth's breathing and motor control, and the use of safety plans.

Continuous training on the positive performance system will be provided to all staff on a monthly basis, during campus-wide and departmental meetings. Additionally, True Core Behavioral Solutions will continue to work collaboratively with the School District to provide joint training sessions to the educational and program staff that includes, but not limited to, classroom management, implementation and enforcement of the common discipline plan. Only staff who are certified in Handle with Care will restrain a youth and only as a last effort. On an annual basis, staff will complete required hours of annual behavior modification training that includes techniques for de-escalating problem behavior.

True Core Behavioral Solutions will prepare the staff for crisis prevention through pre-service training to understand the development and emotion of adolescents, the role that past trauma plays in behavior, and proper response to the crisis situations. Annual in-service training will reiterate technique and procedure to ensure each staff consistently supports trauma-focused environment.

QQ. Inclusion of Education and Direct Care Staff

True Core Behavioral Solutions takes seriously its role and responsibility in the classroom, regardless of whether the education program is provided by the School District or True Core Behavioral Solutions. Youth Care staff are assigned to the classrooms to provide care, custody and supervision and respond to the everyday needs. In all True Core Behavioral Solutions programs, we have been very successful in training youth care workers to become a member of the classroom team. In addition to supervision, youth care workers who are involved in the education process, under the direction of the teacher, have proven that they provide better supervision. True Core Behavioral Solutions and School District staff are most effective when they participate in joint trainings that emphasize the behavior management and motivation system mutually agreed upon by True Core Behavioral Solutions and the School District. Disruptive youth will be immediately removed from the classroom and counseled by the youth care worker. When he accepts accountability for behavior and commits to remaining orderly, he will be allowed by the teacher to return to the classroom. Either the teacher or the staff can prompt a youth, award reinforcement for good behavior, or sanction for negative behavior.

RR. Plan to Promote Mentoring, Positive Role-Modeling and Staff-to-Youth Interactions

The foundation of a successful program lies with a gender specific culture that celebrates and values males. True Core Behavioral Solutions promotes dynamic interaction between staff and residents, fostering appropriate healthy relationships that lay a foundation for positive future interactions. Regardless of past experiences, youth need to feel a sense of belonging to a family environment, which True Core Behavioral Solutions will provide. The environment will be one that is safe and respectful. Posters and artwork will represent male artists, role models, True Core Behavioral Solutions leaders, quotes, True Core Behavioral Solutions success posters, career postings, food pyramid posters, youth

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

artwork, in addition to other ways to promote gender-specific role-models and cultural diversity. True Core Behavioral Solutions staff will serve as role models to teach the importance of respect, and the program will hold special activities to celebrate and honor successes. Social and life skills will promote positive identity, self-esteem and respect for self and others. Our team will be involved in teaching appropriate ways to resolve conflict, and promote cultural values. Further, trained volunteers, mentors and other members from the community will be utilized to provide positive modeling and experiences with the youth.

SS. PRIVILEGE SYSTEM

1. Positive Behavior Reinforcement- Motivational Factors

Exemplary behaviors are consistently reinforced when they exceed minimum compliance standards. The behavior modification system, positive performance system, is responsive to the unique needs, characteristics and motivations. True Core Behavioral Solutions awards at least four positive reinforcements to each one "redirection" (4:1). Because immediacy is critical to feedback effectiveness, the True Core Behavioral Solutions system provides multiple opportunities to receiver performance feedback throughout the course of the day. A daily incentive activity can be earned by successfully maintaining appropriate pro-social behavior. To teach delayed gratification, the system also provides a weekly and monthly incentive for those earning an accumulation of positive days. Canteen purchasing privileges may be awarded for obtaining required points and may be increased in options, based on the level and standing of the youth. Further, celebrations acknowledge and award level advancement, honoring each youth's courage, resiliency and ability to grow and succeed.

A sample example of reinforcement of motivation toward improving performance and progress is as follows:

Pro-Social Behaviors	Daily Reinforcers	Weekly Reinforcers	Monthly Reinforcers
<ul style="list-style-type: none"> Comply with Schedule Follow bedtime rules without prompts Participate in groups Participate in school Help peers with schoolwork Maintain a positive attitude Develop positive relationships with staff Develop positive relationships with peers Praise & compliment others Work on performance or treatment plan Exemplify a pillar of character & leadership Follow directions without prompts Encourage a peer to follow directions Redirect bullying Maintain hygiene, dress code, clean room 	<ul style="list-style-type: none"> Verbal praise Smiles Thumbs up Pat on back Certificates Announcements Stars Stickers Unit jobs Points Level privileges Photographs Morning expectations groups Evening reflection groups Special activities 	<ul style="list-style-type: none"> Extra recreation time Extra phone call Arts and crafts Music and poetry events Trivia contests Spelling B's Points / token Level privileges Pizza * wings McDonalds Family Feud Video game night Chinese Food Night Bar-B-Q Check-Checker Club Special Sports Activity Arts & Crafts 	<ul style="list-style-type: none"> Resident Council Dorm of the Month Party Special Activity Day Unit Birthday Party Facility Activity Theme Day Points Level Advancement Monthly Treatment Team Meeting

**Tab 8-Program Components and Narrative
Texas Juvenile Justice Department
Secure Residential Specialized Program Services**

<ul style="list-style-type: none"> • Walk away from a verbal or physical altercation • Maintain line movement • Display good manners 			
---	--	--	--

TEXAS JUVENILE JUSTICE DEPARTMENT

Statement of Work Narrative/Program Components

Service Provider certifies by his/her signature that all information in the SOW is complete and accurate and that the services described will be adhered to for the extent of the contract, unless amended with the agreement of both parties; and that he/she has full authority to sign and submit the Statement of Work Narrative/Program Components and Budget.

Service Provider:

C. Hernandez 6-6-17
Signature and Date

Approved by Youth Services Contracts Manager:

P. Newsom 7/26/17
Signature and Date